

SOUTHERN REGION
Work Environment Improvement Initiative
Revised Action Plan
1/10/03

Develop success indicators and measurements that are inclusive of all of the Work Environment Improvement Initiative (WEII) target areas (completed)

TARGET AREA: Accountability

- 1. Quarterly meetings of Regional Leadership Team to: (RLT-10/02, 1/03, 4/03, 7/03)**
 - a) Track status of WEII action plan implementation
 - b) Monitor WEII action plan implementation against success indicators
 - c) Provide cross-organizational analysis of trends related to EEO cases, mediations, selections, promotions, grievances, awards, etc.
 - Establish appropriate initiatives for incorporation in action plan
- 2. Provide quarterly status report on all WEII action plan items to Headquarters Leadership Team (RLT-10/02, 1/03, 4/03, 7/03)**
- 3. The Management Board will include accountability for improvement of the work environment in senior management performance plans, and hold Regional Division Managers accountable, through the Performance Management System. (HLT/Management Board)**
- 4. Regional Division Managers will hold employees accountable for supporting work environment improvement initiatives through the Performance Management System (RMT)**
- 5. Provide quarterly status report to field managers via email (WEII Program Manager/Division Points of Contact-1/03, 4/03, 7/03)**
 - a) Highlight short, topical items
 - b) Outcome oriented
- 6. Hold quarterly Field Level team telcons to review the status of the action plan, for information sharing, and discussion (WEII Program Manager/Field level teams-2/03, 5/03, 8/03)**
 - a) WEII program manager will poll Field Level team members for discussion items
 - b) Telcon notes will be distributed to field level team members and RMT
- 7. * Reconvene field level teams in 1 year, if necessary, to consider modification to the action plan (RLT)**

*** Subject to availability of funds**

TARGET AREA: Collaboration and Communication

- 1. Develop a communication strategy for implementation of the WEII action plan**
(completed)
- 2. Establish 3 cross-organizational, field level teams to review the organizational assessment results and make recommendations to the RMT** (completed)
- 3. Improve communication between management and employees**
 - a) Distribute highlights from the weekly RMT staff meetings to Division and Staff offices and Local Coordinators (RA-ongoing weekly)
 - b) Utilize Local Coordinators to keep employees informed about WEII via quarterly telcons (RA-11/02, 2/03, 5/03, 8/03)
 - c) Improve communication by increasing the use of mediation in EEO cases (CRO)
⇒ 62.9% achieved in 2002
- 4. * Regional Labor Management Council will meet quarterly, with telcons scheduled as necessary** (RA, HRMD, Unions, RMT w/bargaining units)
- 5. * Regional Employee Forum will meet semi-annually, with telcons scheduled as necessary**
- 6. Enhance the Southern Region web page** (HRMD/ASO-60)
 - a) Add photographs of top regional officials (completed)
 - b) Provide additional details on the functions of each Division and Staff Office (completed)
 - c) **Increase WEB maneuverability**
 - 1) Create intranet links between LOB web pages and ASO web page and vice versa (3/03)
 - 2) Create and publish links to a list of “favorites” web sites (3/03)
 - 3) Give all employees an FAA email address (9/03)
- 7. Establish a position for a Work Environment Improvement Initiative (WEII) Program Manager**
 - a) Detail an employee to report directly to the RA (RMT)
 - b) Ensure that WEII goals are tracked (WEII Program Manager-ongoing)
 - c) Maintain consistent point of contact throughout all levels of the organization (WEII Program Manager-ongoing)
 - d) Provide liaison with Headquarters Leadership Team (HLT) and Regional Leadership Team (RLT) (WEII PM-ongoing)
 - Identify issues that affect improvement in the work environment, and propose initiatives for enhancement
 - e) Review the need to retain the position after 2 years (RA-9/03)
- 8. Enhance the role of the Civil Rights Alternate Dispute Resolution (ADR) Program Manager** (CRO)
 - a) Provide liaison between management and employees to provide early intervention to resolve workplace issues before they escalate

- b) Schedule one-on-one telcons with association leaders for discussion of specific issues
 - Establish priorities
 - Ensure commitment and follow up
 - c) Provide briefings as needed on appropriate diversity topics
 - d) Provide liaison with the RMT to identify issues and propose initiatives for resolution
 - e) * Schedule mediation workshop for all Division/Staff Managers and their Assistant Managers (3/03)
9. **Pilot quarterly, cross-organizational “Broaden Your Perspectives” forums in two field locations** (RMT-3/03)
- a) Select two locations for pilot
 - b) Coordinate with unions
 - c) Members will include facility/office managers and their principal union representatives from each organization within the participating field location
 - d) Agendas developed jointly by management and union
 - e) Meeting locations/times to be defined twice yearly by unions, and twice yearly by management
 - f) Facilitators should be used to keep forum focused
 - g) Deliver feedback to all local employees and the RMT
10. **Hold interactive workshops with *small groups* using sample script to: encourage communication during non-problematic, non-crisis situations; learn more about “people” resources in the organization; practice effective communications; and create an environment of trust** (may be accomplished via telcon)
- a) Pilot 5 sessions and provide feedback to RLT (9/03)
 - b) Facilitators should be used to keep the workshop focused
 - c) Division/Staff managers will implement sessions with field managers
 - d) Field managers will implement sessions with supervisors and employees (appropriate bargaining unit coordination required)
11. **Publish current “Best Practices” list developed by Field Level Teams and distribute to all managers** (WEII Program Manager, Points of Contact-1/03)
- Research the development of a “Quick Place” tool for use by all managers
12. **Invite employees to join and participate in periodic organizational telcons at the Regional level** (RMT)

TARGET AREA: Employee Development

1. Educate employees on the rights, laws and regulations pertaining to the Equal Employment Opportunity (EEO) complaint process

- a) Establish and publicize a web site that explains (in simple terms) the laws, regulations and rights involved in filing EEO complaints (completed)
- b) Prepare an interactive training CD that explains (in simple terms) the laws, regulations and rights involved in filing EEO complaints (HRMD/CRO-10/02)
 - 1) Coordinate implementation with Unions (HLT/RLT-11/02)
 - 2) Provide training to 1/3 of all employees (RMT/HRMD-12/03)
 - 3) Train an additional 1/3 of all employees (RMT/HRMD-12/04)
 - 4) Train the remaining 1/3 of all employees (RMT/HRMD-12/05)

2. * Provide skill building for the principles of a Model Work Environment

- a) Pilot the nationally developed “Skill Building for a Model Work Environment” course in ASO (RMT-TBD)
 - 1) Coordinate implementation with Unions (RMT-TBD)
 - 2) Ensure 25% of all employees receive course (HRMD/RMT-TBD)
 - 3) Ensure an additional 25% of all employees receive course (HRMD/RMT-TBD)
 - 4) Ensure an additional 25% of all employees receive course (HRMD/RMT-TBD)
 - 5) Ensure remainder of employees receive course (HRMD/RMT-TBD)

3. Provide leadership development opportunities to employees (RMT)

- a) A cross-organizational workgroup (nominated by the RLT) will create a list of recommended leadership self development courses that includes and is aligned with the WEII Leadership Model “No Fear Leadership” (4/03)
 - The list must include high and low tech options
- b) Hold discussions with all levels of employees to convey how personal initiative toward leadership relates to the FAA mission, and identify employees who want to be potential leaders (4/03)
- c) Provide self-identified employees with opportunity to accomplish self development courses
- d) Division/Staff managers may determine which courses from the recommended list should be completed by current supervisors and managers

4. Upon EOD, and bi-annually thereafter, allow employees the opportunity to review the “New Employee Orientation” on the HRMD website (HRMD, RMT)

TARGET AREA: Developing Leaders

1. Adopt and apply a leadership model for all ASO supervisors and managers

- a) Research and review various leadership models (completed)
- b) Select and purchase the rights to use the model most beneficial for ASO (completed)
- c) Customize the model to ASO (completed)
- d) Convert the customized model into a training CD (HRMD-3/03)
- e) RMT will complete prototype training (HRMD, RMT-2/03)
- f) All supervisors and managers will complete the training (HRMD, RMT-TBD)
- g) Track and monitor the training (HRMD-ongoing)
- h) Add a supervisory discussion forum to the AHR Knowledge Center web site, monitored by an Employee Development Specialist who will answer questions and dialogue with participants on leadership training, as well as bring relevant issues to the RMT (HRMD-TBD)
- i) Review for future expansion and incorporation into employee development

2. * Regional Management Team corporately assesses Executive Workforce Planning (EWP) results (1/03-9/03)

- a) Assess EWP competencies and roots to define trends and focus areas (AHR/HRMD/RMT)
- b) Define developmental needs (RMT)
- c) Implement an integrated corporate approach to training (RMT)
 - 1) Provide cross-organizational leadership/developmental opportunities
 - 2) Provide mentoring opportunities
 - 3) Schedule appropriate leadership training

3. * The Leadership Education Team (LET) will travel to field facilities for presentations, discussions, and interventions (CRO/RMT)

- a) Team Members:
 - 1) LOB Representative(s): delineates current LOB mandates and policies; communicates the LOB vision, commitment, and accountability for MWE; and conveys direction on leadership expectations to field management.
 - 2) Regional Counsel Representative: provides a brief, general overview of office functions, and discusses legal concerns germane to the region and/or facility
 - 3) Human Resources Representative: provides an overview and briefing on HR policies and procedures relevant to the LOB operation
 - 4) Civil Rights Representative: provides a briefing on CR laws, regulations, functions, and processes
 - 5) Bargaining Unit Representative: (as appropriate, depending on the LOB) discusses Union support for a positive environment
- b) Establish annual LET plan (facilities, dates, etc.) (CRO/RMT – 12/02)
- c) Team Responsibilities
 - 1) Meet to review guidelines for team (12/02)
 - 2) Respond to questions, needs, and issues from the participants
 - 3) Collectively formulate alternative resolutions through group interaction